

# LA RISTRA NEW MEXICO



July 2017

A Place for Tying Together Resources to Stimulate Economic Collaboration and Systemic Change in New Mexico

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**EMPOWER PEOPLE**



**BUILD COMMUNITIES**



**CREATE JOBS & ENTERPRISE**

# A TIME FOR TRANSFORMATION

Welcome to “**La Ristra New Mexico**” — a new collaborative process to tie together New Mexico’s resources for growth and prosperity.

During harsh economic times, it’s often hard to remember that every cloud has a silver lining, to find the pot of gold at the end of the rainbow, and see the glass half-full.

We all envision a more prosperous New Mexico as evident in the *New Mexico Economic Development Department Five Year Plan*; the Job Council’s study and recommendations on job creation; One New Mexico’s *How We Make a Better New Mexico*; the economic development work of Dr. Peach at NMSU, and the policy agendas outlined in *New Mexico 2050*.

Maintaining this positive outlook and seeking a sustainable New Mexico future for all of us is what **La Ristra** is all about. Yet **La Ristra** is also about deliberate change in how we get things done. If New Mexico continues to “keep doing what it’s doing” it will continue to “keep getting what it’s got.”

Many of you have shared with NewMARC that you are searching for a new pathway or road map to ease and standardize economic development planning

process, simplify ways to collaborate with your peers, utilize the vast resources of the state, and achieve favorable returns on your community investments.

At NewMARC, we share your passion to make Mexico a better place to live, work, play and stay. That’s why we have devoted countless hours to developing **La Ristra**, an entirely new planning and tracking approach which we believe will forever transform the New Mexico economic development landscape. Call it disruption. Call it business NOT as usual. La Ristra is a game-changer.

So what are the components of **La Ristra**? Good question.

**La Ristra New Mexico** starts with a mindset that we can tie together New Mexico’s resources for growth and prosperity. It lays out a framework for economic collaboration and change in our state. As part of La Ristra, **La RISTRA “I”** products we developed:

- **IntegratedPlanning**
- **Investability**
- **Information Center**



We invite you now to dive into **La Ristra New Mexico** to learn how this innovative framework and practical toolbox will benefit you and your community. You have goals and **La Ristra** has been designed to bring your goals to fruition. We hope you find this claim intriguing and embrace **La Ristra** with an open mind and a strong willingness to test the waters.

NewMARC stands ready in all corners of the state to train your team and support your efforts to embrace **La Ristra**. We are confident by working together New Mexico will grow and prosper.



## New Mexico Association of Regional Councils

Northwest NM  
Council of Governments



Mid-Region NM  
Council of Governments



North Central NM  
Economic Development  
District



South Central NM  
Council of Governments



Southeastern NM  
Economic Development  
District



Southwest NM  
Council of Governments



Eastern Plains NM  
Council of Governments



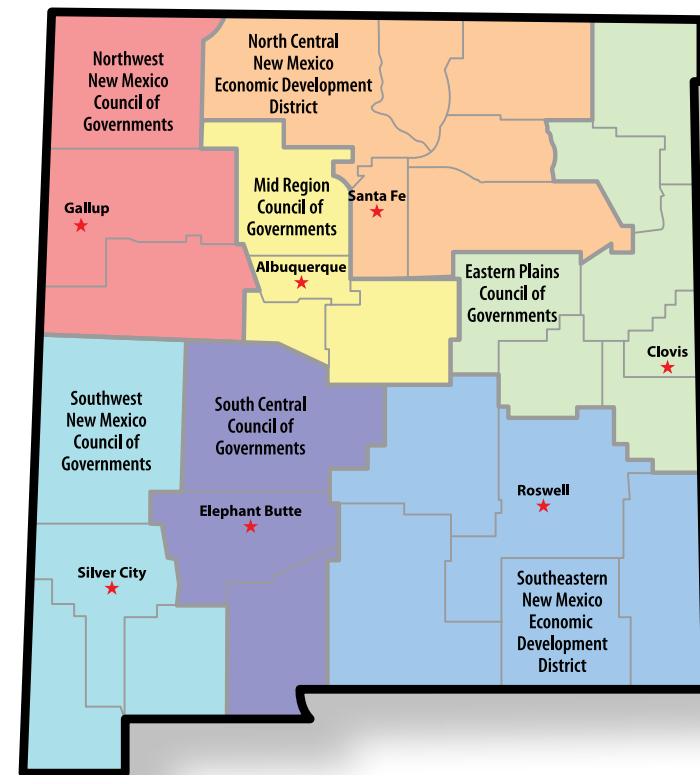
# WHO WE ARE: NewMARC



The New Mexico Association of Regional Councils (NewMARC) is an umbrella organization – approaching its 50-year anniversary – representing the seven New Mexico regional planning councils (also known as Councils of Governments and Economic Development Districts) covering all 33 counties in the state.

As part of a broad spectrum of local, regional, state and federal projects and programs under their purview, each of the Councils is funded annually by the US Economic Development Administration (EDA) to develop, update and manage a regional “Comprehensive Economic Development Strategy” (CEDS).

On the wave of the recent national trend toward the formulation of coordinated statewide strategies, the NewMARC Councils banded together to fashion a place for tying together resources to stimulate economic collaboration and systemic change in our state, carrying the iconic name **La Ristra New Mexico**. This effort has been supported and funded, in part, by the EDA.





A photograph showing three people silhouetted against a bright sunset sky. The person on the left is holding a boom microphone, the person in the center is operating a video camera, and the person on the right is standing and looking towards the camera. They are in a field of tall grass.

## ***NewMARC Mission:***

*"Trusted leadership providing guidance and solutions by working together to grow and develop programs, plans, projects, and communities"*

# THE NEED FOR A NEW STRATEGY

Under the guidance of economist Dr. Jim Peach at New Mexico State University, and through hundreds of conversations with public and private sector stakeholders throughout the state, the NewMARC partners have learned – or have reaffirmed – a number of important factors involved in developing the New Mexico economy.

New Mexico is a state with abundant natural resources including oil, natural gas, coal, copper, uranium and potash. The state has also been a major contributor to technological change, especially since World War II, and is home to two national laboratories (Los Alamos and Sandia), three major research universities, and hundreds of private firms involved in high technology activities. New Mexico exports a variety of products and services to the rest of the nation and around the world. The people of New Mexico are hard-working, energetic, and innovative. Individually and in combination, these economic development assets should be indicators of an extraordinary economic development success story.

Yet clearly, New Mexico has not realized its full economic potential. For example, the state ranks in the bottom 15th percentile nationally in per capita income, which is 18% below the national average; this position is virtually unchanged from its status 50 years ago. And recent headlines place the state as #1 nationally in unemployment. New Mexico can do better. New Mexicans deserve better.







In the years preceding the onset of the Great Recession, which officially lasted from December 2007 to June 2009, New Mexico's labor force growth was competitive with that of at least some of its neighboring states and only slightly below the national average. While all states struggled during the downturn and its immediate aftermath, New Mexico's labor market recovery remained especially weak through 2014, with employment and civilian labor force numbers still well below their pre-recession peaks.

Even in pre-recession 2007, New Mexico's national standing was little better than it is in 2017. Indeed, in 2015 the State Legislature's Interim Jobs Council, through its contract with New Mexico economic developer Mark Lautman and his associates, reported that New Mexico would need to grow 160,000 economic-base jobs over a 10-year span (or 16,000 new e-base jobs per year) in order to return to and improve upon its pre-recession employment numbers.

These levels of new job creation would require a number of significant new investments in the professional economic development enterprise, policy changes, strategic innovations and incentives. It would also require new focus on the specific industrial sectors and clusters (referred to as "program theaters" in the Job Council's planning model) in which new employment could most effectively be procured, with different configurations, priorities and economic-base contributions across the seven economic regions of the state. And finally, it would require that a number of critical "factors of production" gaps (such as in infrastructure, workforce, regulation, etc.) be solved in order to make industrial recruitment and job creation possible.

Other states, including New Mexico's immediate neighbors have recovered from the recession at a faster pace. And according to Forbes, seven of the top 10 best states for job growth are located in the West.

## 10 Best States for Future Job Growth

State	Job Growth	Median Household Income
#1 Nevada	2.6%	\$52.4k
#2 Florida	2.3%	\$49.4k
#3 Utah	2.2%	\$62.9
#4 Arizona	2.2%	\$51.5
#5 Oregon	2.1%	\$54.2
#6 Idaho	1.9%	\$48.3
#7 Washington	1.8%	\$64.1
#8 Colorado	1.8%	\$63.9
#9 South Carolina	1.8%	\$47.2
#10 Georgia	1.8%	\$51.2

*Forbes – November 16, 2016*

For comparative purposes, New Mexico lost 3,100 non-farm jobs between October 2015 (826,200 jobs) to October 2016 (823,100 jobs), a change of -0.4%, according to the U.S. Bureau of Labor Statistics. At present, median New Mexico household income is \$45,382, well below the national average of \$55,775.

New Mexico's economy can perform better than it has. A prosperous New Mexico economy – one that provides the opportunity for jobs and adequate income for all New Mexicans – requires a systematic, coordinated economic development strategy. Ideally, this new strategy would have widespread participation and approval in both the public and private sectors.





## New Mexico Economy

“ New Mexico has the opportunity to adopt a new approach to economic development and a set policies designed to provide economic opportunity for the people of the state. New Mexico does not lack the resources to invest in its own physical and human resources.”

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**Lee Reynis and Jim Peach**  
**New Mexico 2050**

# WHAT IS ECONOMIC DEVELOPMENT?

**Economic Development vs. Economic Growth:** “New Mexico’s Economic Development Strategy,” a 2013 NewMARC white paper prepared by NMSU professor Dr. Peach.

“Economic development” is not the same thing as “economic growth.” Economic growth is easily quantified (e.g. GDP or employment increased by some amount or some percent). Growth may occur without any substantial change in the structure of the economy. That is, economic growth may occur if output or employment increased at the same rate in all industries. As a result, the economy in question might be just a larger version of what it was in the past. The goals of an economic growth strategy are easily specified and reasonable target dates for accomplishing the goals can be established. Success or failure of an economic growth strategy can be determined numerically and without much effort.

Economic development, Dr. Peach maintains, is more complex than economic growth. Nobel Laureate Gunnar Myrdal defined economic development as “the upward movement of an entire social system.”

Economic development is a long-term process with no end date, and it necessarily involves structural change. The transformation of the US economy from a mainly agricultural economy to an industrial economy and then the transformation from a mainly industrial economy to a service-oriented economy are dramatic examples of structural change. The key point is that economic development does not involve “more of the same,” in terms of the underlying structures and patterns of the economy.

Economic development, therefore, is not the result of some automatic process or natural tendency in the economy. In light of this general guidance, NewMARC determined to assemble a working definition of economic development as perceived by the state’s stakeholders – to then be used as a basis for goals, strategies and policies. NewMARC put forth a draft definition and solicited comments and input on this definition (and related issues) in an on-line survey sent to economic development professionals and others with an interest in the economic development planning process. The survey results, from over 100 respondents, were used to refine the definition of economic development and the basic framework.

NewMARC decided on the following as an initial definition of New Mexico economic development.

“Economic development” refers to strategically directed efforts by groups, institutions and individuals to bring about change in the conditions, systems, resources and opportunities that support the growth and sustenance of livelihood, prosperity and quality of life for our citizens in their households and communities.

The economic development process includes, but is not confined to any single element of, a range of activities, interventions and strategies that are designed to develop and sustain “economic ecosystems” that support the reduction of poverty, the increase in jobs and livelihood opportunities, and the growth of wealth in communities, which may include investments in multiple forms of community capital, such as: Intellectual; Individual; Social; Natural; Built; Political; Financial; and Cultural.



Such economic development activities may include efforts organized around demographic research and comprehensive strategic planning; the attraction and recruitment of employers from outside the community; the retention and expansion of existing businesses within the community; increased support for local business startups; changes in policy and regulation to create a more business-friendly environment; access to financial capital; transformation of educational systems and preparation of the workforce for livelihoods in markets and occupations in high demand; asset-based community development processes; the development of physical infrastructure essential to new and sustained economic activity; the redevelopment of brownfields, downtowns and other properties that return local assets to high productivity; the development of civic and institutional capacity for economic leadership; research and other support for innovation and commercialization of new technologies; and other activities aligned with sustained prosperity and well-being in communities.

Drawing from this definition, NewMARC proposed a comprehensive approach that transcends “either/or” dichotomies, such as between the work of “core job creation” (the traditional economic development disciplines) and addressing the “factors of production,” i.e., those factors that accompany and support – often as prerequisites to – direct job creation activity.

The NewMARC Councils agreed that the time had come to re-think and re-energize the strategic planning process for the State of New Mexico as a whole. NewMARC’s goals in the process have included:

- Forging a unified vision;
- Creating a framework for identifying goals, strategies and metrics; and
- Developing a coordinated planning and development process that enables New Mexico to better plan, manage and measure economic performance and prosperity.

NewMARC researched a number of statewide economic strategy efforts across

the country, including the State of Florida’s “6 Pillars of Florida’s Future Economy” framework, incorporating and customizing the various organizing concepts and best practices from those initiatives. For New Mexico, the model evolved to identify strategic paths, depicted metaphorically as “chiles” tied together in a traditional “ristra” – the bundle of chiles seen hanging on porches, windows and porticos across the Land of Enchantment, serving as spicy ingredients in the State’s unique and delicious cuisine.

The NewMARC **La Ristra New Mexico** framework provides a blueprint for guiding strategic planning and action at local, regional and state levels. Clustered under these over-arching elements, the individual strategies represent human inputs, catalytic systems, material resources, social and economic context and institutions that go into coherent plans for wealth creation and prosperity – with goals captured metaphorically by the seven “Chiles”.

The Ristra framework now includes a new unified vision centered on three inter-related elements:



**Empower People** – growing individual and household prosperity



**Build Community** – making the state a great place to live, work, play and stay



**Create Jobs & Enterprise** – putting the state’s workforce to work

Aligned with these three elements, the La Ristra Strategic Vision identifies seven top-level goals (i.e. 7 chiles) and 19 related strategies, along with a structure and process for collaborative planning, project development and investment tracking.

### VISION: People

Growing Individual & Household Prosperity



#### GOAL 1

##### Participation in Prosperity

Empower individuals and families to build economic assets and participate more fully as beneficiaries and contributors in the state's economy

##### Strategy 1.1: Asset-Building

Increase investments in programs and services that empower individuals and families to reduce debt, increase savings, manage personal, family and business finances, acquire property, and improve access to quality education and healthcare

##### Strategy 1.2: Technical & Policy Support

Create a statewide nonprofit corporation designed to create an Empowerment Fund and promote public policy initiatives that increase asset opportunities for individuals and households and reduce barriers to prosperity



#### GOAL 2

##### Education & Talent Supply

Create a robustly effective talent development system linked to future economic opportunity

##### Strategy 2.1: Educational Excellence

Support inter-institutional collaborations in the state that target dramatic systemic improvements in educational processes and outcomes, and strengthen the connection between school and economic livelihood

##### Strategy 2.2: Workforce Development & Deployment

Improve the quality, flexibility, employability and placement of the statewide workforce in relation to employer labor needs and opportunities

##### Strategy 2.3: Youth Retention

Create incentives, amenities and career opportunities for the state's youth, encouraging them to remain in or return to the community to apply their education and training in the statewide economy



#### GOAL 3

##### Leadership

Grow the state's social and political capital to produce broad-based, informed and cooperative economic leadership into the future

##### Strategy 3.1: Institutional Leadership

Provide transparent, proactive, coordinated, sustained and accountable leadership of the comprehensive statewide strategy

##### Strategy 3.2: Social Capital

Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and statewide levels

##### Strategy 3.3: Training & Development

Expand upon and customize programs and initiatives to develop local and statewide economic leadership



#### GOAL 4

##### Quality of Life

Promote stewardship of cultural, recreational, residential and visual resources to keep people and businesses in

##### Strategy 4.1: Live-Work-Play-Stay

Promote and invest in physical, cultural and economic development that create attractive, safe and vibrant communities

##### Strategy 4.2: Local Reinvestment

Support and invest in "wealth that stays" that are locally owned, controlled and re-invested to reduce resource leakage by promoting state "grow/sell/buy local" initiatives

##### Strategy 4.3: Resiliency

Build local and statewide resiliency through diversification, natural resource sustainability principles and practices



# Strategic Vision

## and Prosperity in New Mexico

Community  
Place to Live, Work, Play & Stay

Place & Place

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the state

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grant communities

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y through economic  
ewardship and the application of  
ices



### GOAL 5

#### Economic Infrastructure

Develop catalytic, strategic physical and financial infrastructure that is based on sound and coordinated planning and that creates capacity for long-term, multi-sector development

#### Strategy 5.1:

##### Built Capital

Prioritize and invest in the development and long-term sustainability of infrastructure assets that solve gaps in the factors of production needed to attract and retain high-quality businesses and jobs

#### Strategy 5.2:

##### Financial Capital

Develop, innovate and expand access to financial resources and instruments responsive to the characteristics, needs and opportunities of statewide businesses, communities, downtowns and entrepreneurs

## VISION: Jobs & Enterprise

Putting the State's Workforce to Work



### GOAL 6

#### Business Promotion & Support

Establish an attractive environment for business and robustly support new and sustained business in the state

#### Strategy 6.1:

##### Business Climate, Policy & Competitiveness

Promote the design and shaping of a local and statewide regulatory environment that proactively supports the attraction, start-up and growth of enterprise in the state

#### Strategy 6.2:

##### Business Retention & Expansion

Invest in programs and services that retain and create jobs through working directly with locally-owned businesses to solve problems, access capital, provide coaching and technical support, and generally increase business success

#### Strategy 6.3:

##### Innovation, Entrepreneurship & Startup

Invest in programs and services that foster and support new entrepreneurship, with particular attention to moving the state into the global "innovation economy" through developing, commercializing and adapting new technologies responsive to both the global marketplace and the unique needs and challenges of the region's population



### GOAL 7

#### Direct Job Creation

Target growth in businesses and industrial clusters to produce new jobs for the state's workforce

#### Strategy 7.1:

##### Economic-Base Recruitment

Invest in activities that resolve factor-of-production gaps and target the creation of jobs in economic-base industrial sectors and clusters with the greatest potential to grow in the state

#### Strategy 7.2:

##### Labor-Driven Employment

Identify and create employment opportunities that tap the skill sets of the existing statewide workforce

#### Strategy 7.3:

##### Solo/Location-Neutral Work

Identify and capitalize on opportunities to support, attract and retain independent, self-employed workers

# THE FRAMEWORK: LA RISTRA NEW MEXICO

**La Ristra New Mexico** serves as a place for strategic planning, collaborative action and shared accountability in fostering economic prosperity for all New Mexican citizens. **La Ristra** draws from many sources, from many conversations, conferences and planning sessions and from the collective experience of citizens, academics, public officials and professional planners and developers from throughout the State of New Mexico.

**La Ristra New Mexico** is designed to be both a snapshot in time of needs, strategies and priorities for the State and its seven regions and a dynamic tool to be continually updated, refined and utilized to guide, coordinate and monitor economic development activities carried out by the many stakeholders involved in the economic development mission.

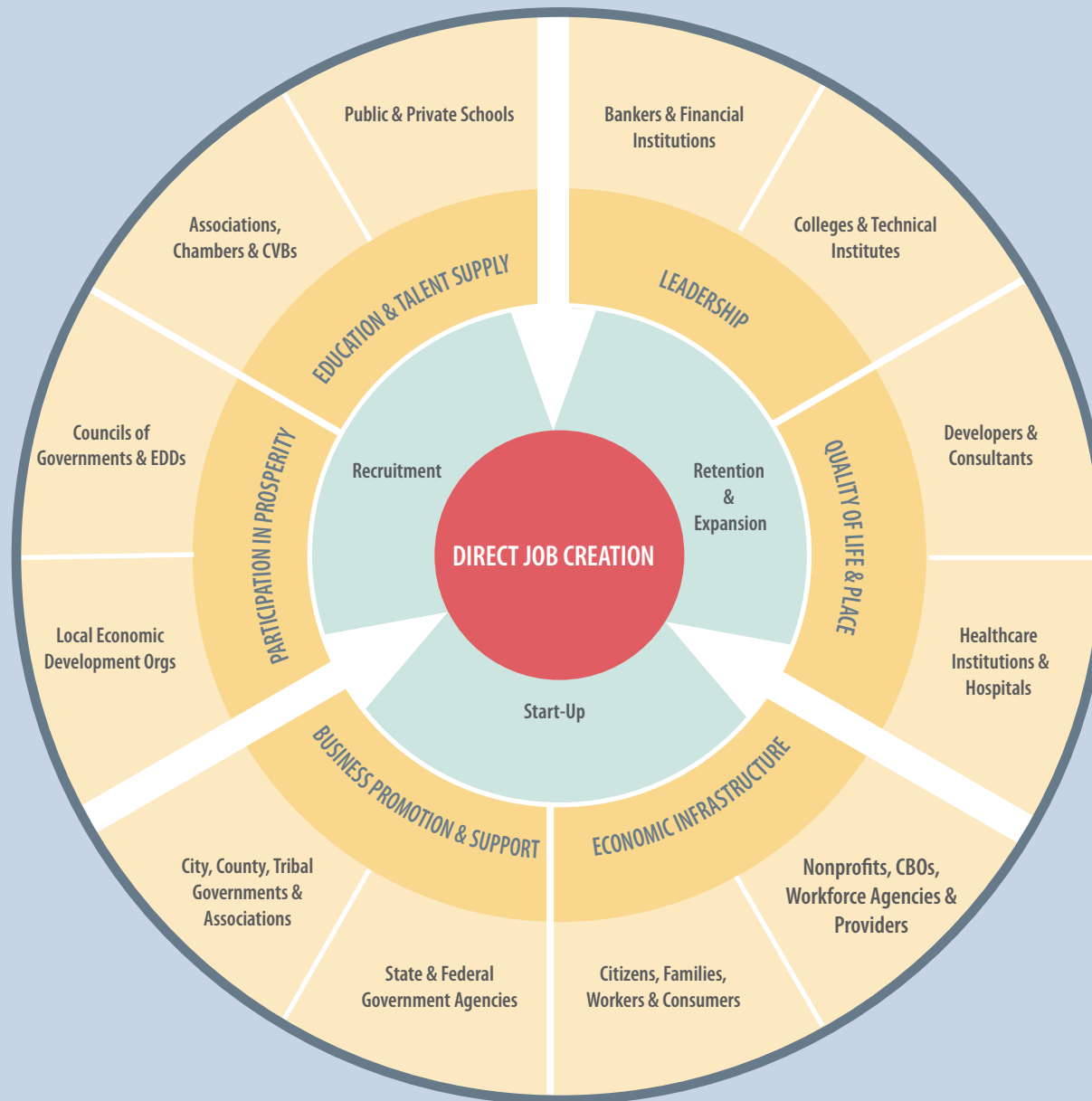
## La Ristra Strategic Vision

This comprehensive strategic vision resolves the limitation of isolated strategic plans by organizing the essential factors determining New Mexico's economic future and providing the common language necessary to align the analysis, deliberation and priority setting different strategic planning processes.

In 2013, over 100 economic development stakeholders in the State responded to a survey administered by the New Mexico Association of Regional Councils (NewMARC), in which a key question was: "How would you define economic development?" This produced a wide range of responses, reflecting the entire spectrum of perceptions about the task of economic development. As one tool in addressing the diversity of thought on the issue, NewMARC composed a schematic model (shown on facing page) illustrating three levels of consideration referred to as the "economic collaboration wheel."

In the diagram, the inner circle illustrates the three traditional economic development disciplines comprising Direct Job Creation — industrial recruitment, business retention and expansion, and business start-ups. The next ring includes six community capacity elements representing success factors (also known as "factors of production") needing to be addressed as a complement — and often precursor — to job creation (e.g., economic participation/asset building, education and talent supply, strategic infrastructure, civic leadership, quality of place, and entrepreneurship support). The outer ring provides a sampling of the cohorts of stakeholders engaged in the many facets of the economic development enterprise.

# ECONOMIC COLLABORATION WHEEL



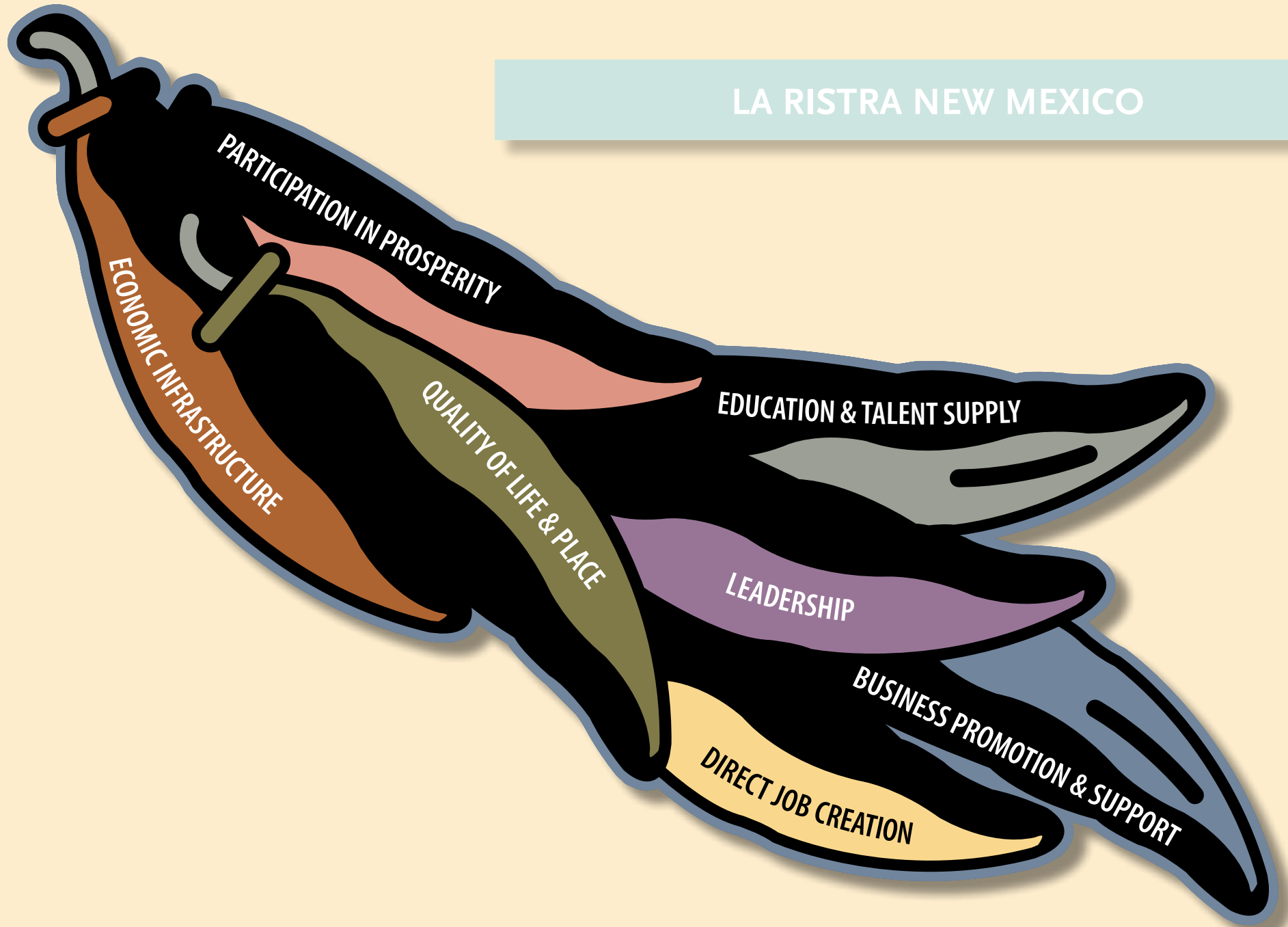


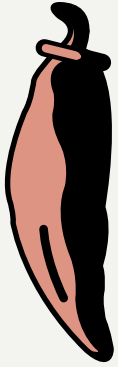
The background of the entire page is a dense, close-up photograph of numerous bright red chili peppers. The peppers are oriented in various directions, creating a complex, textured pattern of sharp points and smooth curves. The lighting highlights the glossy surface of the peppers, with some showing slight yellowing at the stems.

## Vision

New Mexico will be restored, sustained and transformed by growing individual, household and community prosperity (empower people); by creating great places to live, work, play and stay (build community); and by putting the state's workforce to work (create jobs & enterprise).

## LA RISTRA NEW MEXICO





## PARTICIPATION IN PROSPERITY

### GOAL:

**Empower individuals and families to build economic assets and participate more fully as beneficiaries and contributors in the regional economy.**

### Strategy 1.1:

**Asset-Building:** Increase investments in programs and services that empower individuals and families to reduce debt, increase savings, manage personal, family and business finances, acquire property, and improve access to quality education and healthcare.

### Strategy 1.2:

**Technical & Policy Support:** Create a statewide nonprofit corporation designed to create an Empowerment Fund and promote public policy initiatives that increase asset opportunities for individuals and households and reduce barriers to prosperity.

The story is told of the chairman of a legislative committee overseeing presentations by a panel of top-ranked economists, who summarized his take on the proceedings with the rhetorical question: “So what you’re telling me is that the economy is doing fine, but it’s the people who are suffering?”

“Prosperity” can be defined in a number of different ways, depending on the values, preferences, needs, access to resources and asset goals of individuals, families and communities. A “prosperity gap” can be seen to exist when economic needs are inadequately met, opportunities to create wealth are rare, knowledge of options, tools and resources is limited, and aspirations are frustrated.

At the macro level, we can track economic progress by certain standard indices, such as unemployment rates, growth in gross receipts from sale of goods and services, gross domestic product, numbers of new businesses located in the state, net growth in economic-base jobs, etc. These remain important, but they don’t

tell the whole story. By these indices, the “economy” may be doing fine, but how is that economy being experienced by the citizens themselves. To what extent are individuals and families actually contributing to and participating in the benefits of economic growth and progress?

Several measures can be used to assess “how we’re doing” at the level of the individual and the household, and on many of those measures the State of New Mexico chronically shows signs of distress and struggle, scoring in the lowest 10th percentile on a number of indices of health, well-being and prosperity.

Decades of battles in the war on poverty have failed to produce breakthroughs or sustained progress in the economic well-being of large numbers of New Mexico families and individuals. The provision of housing, welfare and other social programs has alleviated the depth of the struggle for many, but has not succeeded in altering the structure of the economy in terms of the participation by New Mexicans as beneficiaries of and contributors to the economy. Although cash often flows through our communities to support consumer spending on life’s basic provisions, many of our families lack the assets necessary to improve their life condition or to access opportunities and resources that lift them out of poverty.

La Ristra Strategic Vision, then, sets a priority on empowering individuals and family households to acquire the assets – such as in the form of savings accounts, homeownership, automobiles, education and training, business startups and access to healthcare – that reflect economic well-being and set a foundation for further opportunity.





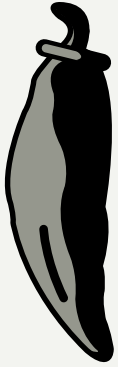
## New Mexico Demographics

“ New Mexico is a Minority-Majority state. Hispanics currently make up 47 percent of New Mexico’s population, the largest Hispanic percentage in any state in the nation. Combining New Mexico’s Hispanic population with its Native American community (10.2 percent) makes New Mexico one of the few minority-majority states in the country.”

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**Gabriel R. Sanchez and  
Shannon Sanchez-Youngman**  
New Mexico 2050





## EDUCATION & TALENT SUPPLY

### GOAL:

Create a robustly effective talent development system linked to future economic opportunity.

### Strategy 2.1:

**Educational Excellence:** Support inter-institutional collaborations in the state that target dramatic systemic improvements in educational processes and outcomes, and strengthen the connection between school and economic livelihood.

### Strategy 2.2:

**Workforce Development & Deployment:** Improve the quality, flexibility, employability and placement of the statewide workforce in relation to employer labor needs and opportunities.

### Strategy 2.3:

**Youth Retention:** Create incentives, amenities and career opportunities for the state's youth, encouraging them to remain in or return to the community to apply their education and training in the statewide economy.

New Mexico shares with most states the challenge of facing “a crisis in human capital” that represents a vast and growing unmet need for a highly skilled and educated workforce. In the coming generation, new products and services will be developed to address the world's most pressing environmental, energy, medical, and transportation challenges. Competitive advantage will be found wherever these products and services emerge in response to those global demands, and in particular, where the available workforce is ready to go to work in those industries. The labor asset has replaced physical infrastructure as the top demand of companies seeking to site-locate their operations.

This challenge must be addressed by our civic leadership with vision, innovation and the social and political will to band together across sectors, disciplines, institutions and cultures to fashion an educational system “second to none,” thereby setting our state and our communities apart as the “place to be” in our country's future economy. The conversation, and the collaboration, must include and coordinate all educational efforts from early childhood through senior adulthood.

The challenge is substantial. Although our state can point to a few showcases of educational excellence, overall the state lags behind on several indicators of educational achievement. Additionally, the ever-changing needs of business and industry are creating a demand for workforce training systems – with an expanding role for community colleges – that provide rapid turn-around training of local workers to feed into the labor needs of those companies. Post-secondary institutions also have an urgent call on pre-K to 12 school systems to produce graduates with higher skill levels and readiness to pursue work and career. The need for collaboration between education and business has never been greater.



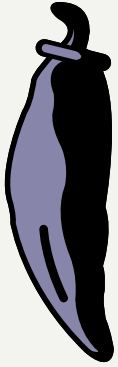
A full-page background image of a skier in a snowy forest. The skier is wearing a dark jacket, blue pants, and a blue helmet with goggles. They are in a dynamic pose, leaning forward and turning, with snow being kicked up behind them. The forest consists of snow-covered evergreen and deciduous trees. The lighting is bright, suggesting a sunny day.

## New Mexico Education

“Bottom line: New Mexico is in crisis. But New Mexico’s situation is not hopeless. By putting our differences aside and coming together for the common good of our children and our state we can turn things around. It won’t come quickly, it won’t be easy, and there will be no simple solutions.”

**Veronica C. Garcia**  
**New Mexico 2050**





## LEADERSHIP

### GOAL:

**Grow the state's social and political capital to produce broad-based, informed and cooperative economic leadership into the future.**

### Strategy 3.1:

**Institutional Leadership:** Provide transparent, proactive, coordinated, sustained and accountable leadership of the comprehensive statewide strategy.

### Strategy 3.2:

**Social Capital:** Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and statewide levels.

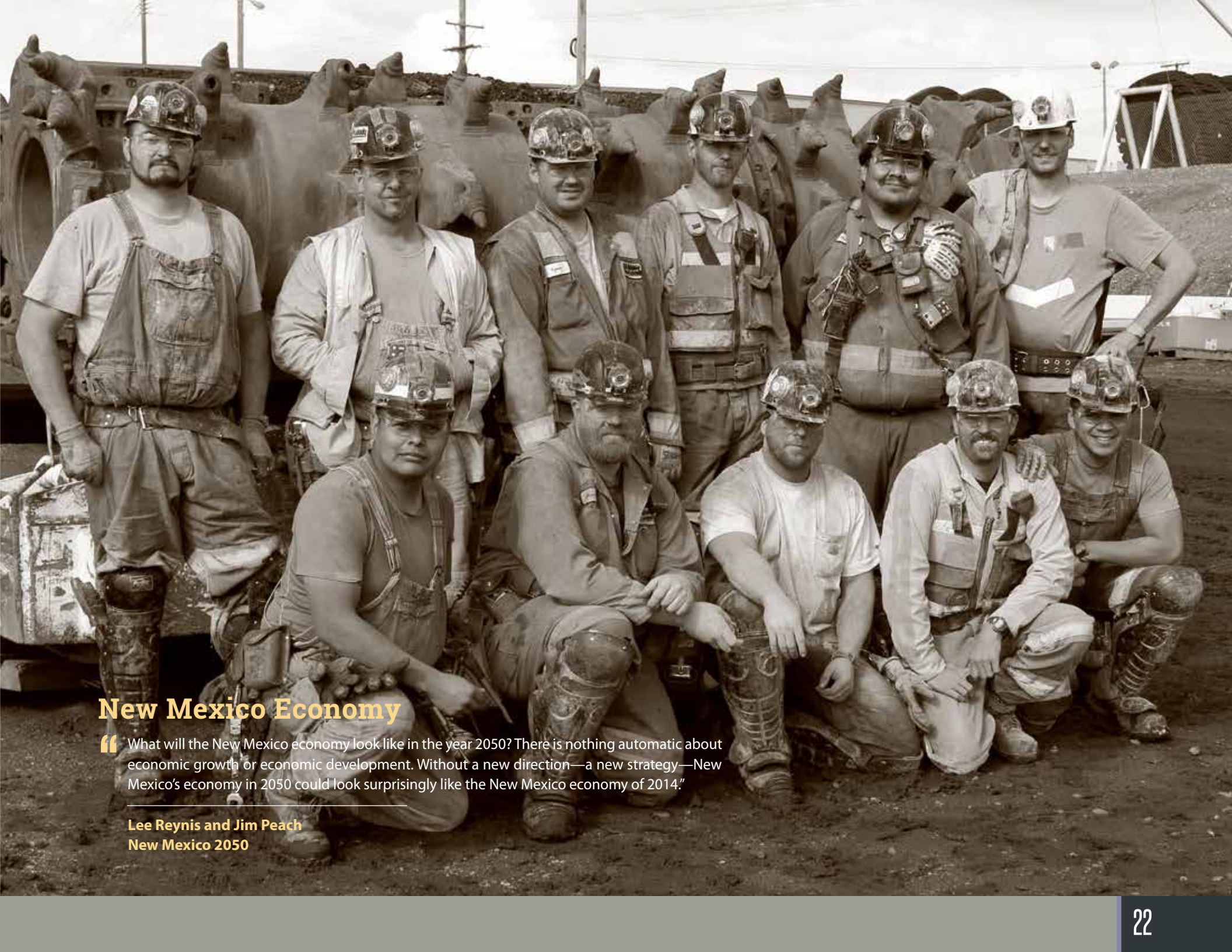
### Strategy 3.3:

**Leadership Training & Development:** Expand upon and customize programs and initiatives to develop local and statewide economic leadership.

For New Mexico to elevate its competitiveness and its economic progress, it is imperative that a common and broad-based plan is fashioned, reflecting the unique diversity of the State's people and places while at the same time moving beyond adversarial relationships, unifying the conversation and focusing resources where the positive impact can be greatest. It is understood that "economic development" involves not only the traditional disciplines (e.g., industrial recruitment, business retention and expansion, and business startups), but investment in a range of success factors that create the environment in which those core job creation activities can be most productive. It also involves a "full circle" of stakeholders, players and partners, from business and industrial leadership to financial institutions to educational and healthcare institutions to local government to community-based organizations, and others.

It is becoming increasingly evident in the economic development community that sustainable prosperity is largely dependent on the social and political capital resident in states, regions and communities. This includes the financial and governance structures in place that lead and support economic development, along with the quality of leadership that can set compelling vision, bring together diverse interests and constituencies, and invest resources in a manner aligned with prosperity goals and the broadest and most sustainable public benefit.

Such community capital also includes the extent to which the public, in its many organized expressions, is engaged in, and can influence, the way in which society and economy work to build prosperity. Attention to the growth, strengthening and maturing of our civic and political life, then, will underlie all efforts at forward progress toward a prosperous New Mexico economy.



## New Mexico Economy

“What will the New Mexico economy look like in the year 2050? There is nothing automatic about economic growth or economic development. Without a new direction—a new strategy—New Mexico’s economy in 2050 could look surprisingly like the New Mexico economy of 2014.”

**Lee Reynis and Jim Peach**  
**New Mexico 2050**



## QUALITY OF LIFE & PLACE

### GOAL:

Promote stewardship of cultural, physical, natural, recreational, residential and visitor assets that attract and keep people and businesses in the state.

### Strategy 4.1:

**Live-Work-Play-Stay:** Promote and invest in physical, cultural, social and other assets that create attractive, safe and vibrant communities.

### Strategy 4.2:

**Local Reinvestment:** Support and invest in “wealth that sticks” through growing assets that are locally owned, controlled and reinvested and through reducing resource leakage by promoting statewide food and energy systems and “grow/sell/buy local” initiatives.

### Strategy 4.3:

**Resiliency:** Build local and statewide resiliency through economic diversification, natural resource stewardship and the application of sustainability principles and practices.

The works of renowned cultural observer and author Richard Florida (e.g. The Creative Economy) have uplifted the importance of “place” as an integral component of prosperity. He has been followed by numerous experts and commentators, who collectively have noted the shift from generations that once chased “the job” first, wherever it took them, to the current generation that tends to select “place” first and job second. Our future depends on preserving and enhancing a wide range of integrated elements that together express the robustness of our culture and the positive perceptions of those things that make us healthy, safe, comfortable, secure and involved.

And herein lies one of New Mexico’s “hidden assets,” only made public in recent years by Xavier University in its reports on the “American Dream Composite Index” (ADCI), which measures the sentiments of residents in each of the states regarding the extent to which they feel their state is where they can best achieve their vision of the American Dream. On ADCI, New Mexico often ranks high in the overall ranking, including favorable scores on most of the five indices measured by the project.



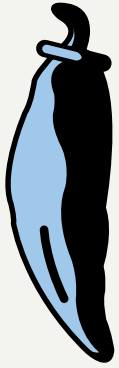


## New Mexico Arts & Culture

“ Access to new technologies, like broadband, have the potential of giving New Mexico, as well as New Mexico artists and cultural workers, wider exposure outside the state as well as access to global markets.”

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**Lee Reynis and Jim Peach**  
**New Mexico 2050**



## ECONOMIC INFRASTRUCTURE

### GOAL:

Develop catalytic, strategic physical and financial infrastructure that is based on sound and coordinated planning and that creates capacity for long-term, multi-sector development.

### Strategy 5.1:

**Built Capital:** Prioritize and invest in the development and long-term sustainability of infrastructure assets that solve gaps in the factors of production needed to attract and retain high-quality businesses and jobs.

### Strategy 5.2:

**Financial Capital:** Develop, innovate and expand access to financial resources and instruments responsive to the characteristics, needs and opportunities of statewide businesses, communities, downtowns and entrepreneurs.

Infrastructure is a critical factor in the attraction, development and sustainability of business and industry in the State. Fundamental contributions to economic vibrancy are made by investments in transportation, communications, energy, water, housing and strategic land use.

In the economic development context, infrastructure is made strategic by its clear relationship to job creation objectives across the State's highest-yield industrial sectors and clusters. It is made sustainable by solid planning, coordination and commitment to long-term management and stewardship of our built capital assets.





## New Mexico Cultural Affairs and the Arts

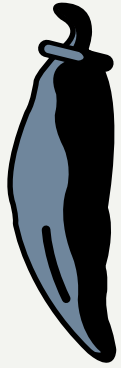
“ We might even see New Mexico become the refuge for other creative talent in the country, migrating from big population areas that have not created a friendly economic and social environment for the arts and culture institutions.”

V.B. Price

New Mexico 2050







## BUSINESS PROMOTION & SUPPORT

### GOAL:

Establish an attractive environment for business and robustly support new and sustained business in the state.

### Strategy 6.1:

**Business Climate, Policy & Competitiveness:** Promote the design and shaping of a local and statewide regulatory environment that proactively supports the attraction, start-up and growth of enterprise in the state.

### Strategy 6.2:

**Business Retention & Expansion:** Invest in programs and services that retain and create jobs through working directly with locally-owned businesses to solve problems, access capital, provide coaching and technical support, and generally increase business success.

### Strategy 6.3:

**Innovation, Entrepreneurship & Startup:** Invest in programs and services that foster and support new entrepreneurship, with particular attention to moving the state into the global “innovation economy” through developing, commercializing and adapting new technologies responsive to both the global marketplace and the unique needs and challenges of the region’s population.

If private business is to predominate as the most effective and productive source of employment for New Mexico citizens, then New Mexico must elevate its “customer service/experience” and its attractiveness to business owners, investors and executives. This means seriously addressing the factors most important to such business leaders, e.g., tax policy, support for international trade, local and State regulation, business incentives, technical and financial support for small businesses, and a hospitable reception and support for businesses and their employees.

The Land of Enchantment has many qualities to attract and sustain business, including its geographic beauty, its cultural diversity and quality of life amenities of value to workers and families. In order to optimize these core assets to build competitiveness in the global economy, New Mexico will need

to differentiate itself from competing states in the southwestern region.

Unfortunately, New Mexico ranks poorly among southwestern states with regard to: high business costs, especially property tax burdens, state and local sales taxes, excise and gross receipt tax burdens, workers’ compensation, lawsuit reform and general business costs. Vigilance in monitoring our position is critical to anticipating policy changes that build a business-friendly climate. It can be intimidating for rural, tribal and small-town communities to compete for investments in technological innovation and commercialization, as well as competing for attention from site locators as desirable places to establish new business and industry operations. At the same time, opportunities abound in New Mexico for innovation and entrepreneurship.

In New Mexico’s mid-region metro area, civic and business leaders are coming together to forge an economic identity in which innovation is the core value. It is an economic development axiom that competitiveness and prosperity in the 21st century will be based on technology, knowledge and innovation. Transforming our existing business base is the key to retention and expansion. Economic development tied to innovation requires a comprehensive understanding of what is necessary and prudent to incentivize business growth. Demands for return on investment have never been greater. Legacy industries contend with pressure from the creative destruction witnessed as new industries emerge. A fluid view of the role of innovation and economic development is paramount.

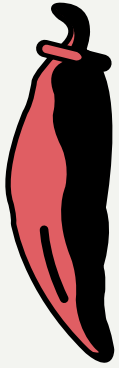
At a more regional and local scale, it is important that opportunities be found to put technology to work in meeting even the most fundamental of economic needs. For example, many rural regions still have numerous households without electricity or running water. The extension of conventional infrastructure may never become feasible, and innovative work will be done to apply solar, water reuse and other technologies to the sustainable development of rural communities.



## New Mexico Economy

“The more that New Mexico appreciates, develops, and supports its residents language skills, the more appealing it will be as a partner for technology enterprises and other companies wanting to do business in Latin America.”

**Lee Reynis and Jim Peach**  
**New Mexico 2050**



## DIRECT JOB CREATION

**GOAL:** Target growth in businesses and industrial clusters to produce new jobs for the state's workforce

### Strategy 7.1:

**Economic-Base Recruitment:** Invest in activities that resolve factor-of-production gaps and target the creation of jobs in economic-base industrial sectors and clusters with the greatest potential to grow in the state.

### Strategy 7.2:

**Labor-Driven Employment:** Identify and create employment opportunities that tap the skill sets of the existing statewide workforce .

### Strategy 7.3:

**Solo/Location-Neutral Work:** Identify and capitalize on opportunities to support, attract and retain independent, self-employed workers in the region.

Consultations across the State of New Mexico have collectively yielded the conclusion that the professional tasks and processes associated with job creation, as pursued through the disciplines of industrial recruitment, business retention and expansion, and business startups, required the solving of critical gaps in the success factors, or “factors of production,” that would be needed to support the job creation enterprise.


Thus, success in locating a manufacturing firm in a town would require that certain essential infrastructure and other community capacities be in place to accommodate the industrial activity – perhaps broadband, road access, existing building inventory, affordable utilities or a job-ready workforce. Thus, the “Ristra” model provides for the coordinated consideration of, and potential investment in, all of these factors in support of direct job creation activities.

But the professional job creation enterprise, itself, has gone underfunded for years, thus allowing neighboring and other states to far outpace New Mexico in achieving economic growth. The “Ristra” framework calls for significant new investment in the economic development enterprise, thus increasing the cohort of trained and capable economic development professionals throughout the State, along with the provision of tools that can be leveraged to increase recruitment success – such as supportive local and state policies and procedures, closing funds, in-plant training and other incentives.

So, although job creation often involves the synergistic mix of multiple factors and stakeholders around the “economic collaboration wheel,” the New Mexico strategy calls for new investment in those individuals and agencies missioned and charged with procuring the economic-base jobs so urgently needed in the State.

Each region of the state will identify and prioritize particular industrial sectors and clusters with the greatest opportunity for job growth in the coming decade. The Energy/Logistics cluster stands as the state's most volatile and impactful economic arena, and there will need to be high levels of collaboration across governmental departments, economic regions and private industry stakeholders to fashion the state's energy future in the face of dynamically changing global markets and environmental mandates. The New Mexico Energy Plan commissioned by the State's Energy, Minerals and Natural Resources Department is included as a link in the reference section of this general strategy document.





In review, La Ristra Strategic Vision or Seven Chiles provides direction for guiding strategic planning and action at local, regional and state levels. Its real power is in the efficiency of harnessing fragmented viewpoints into a common and consistent conversation. Each “Chile” serves to arrange regional districts and working groups, their data points and their deliberations in such a way that the process of comparing and combining plans is reduced and simplified. This allows the work to focus on shared priorities and implementation resources, not to mention enabling shared measurement and benchmarking to measure progress, identify best practices and continuously improve.

## New Mexico Indian Tribes & Communities

“ New Mexico’s tribes in 2050 will be very much a part of New Mexico but will continue to maintain the way they carried on to speak the languages they spoke when Coronado arrived around five hundred years ago. The tribes and the state will be complementary, separate sovereigns sharing the splendor that makes New Mexico the Land of Enchantment.”

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**Veronica E. Tiller**  
**New Mexico 2050**



## New Mexico Cultural Affairs and The Arts

“ By 2050, leaders will have come to see the arts and culture enterprises as the central, if not dominant, contributor to the health of an economy based on quality of life, not expansive growth.”

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**V.B. Price**  
**New Mexico 2050**





# LA RISTRA NEW MEXICO: A SOLUTION

Far too often there is disconnect between the intent of a resource and the utilization of the resource, sometimes causing community and economic development efforts to settle for the “convenient” fit, but not always the “optimal” fit.

Yet, most federal, state and local policies and regulations that govern development resources are not likely to change. As a critical component in the government-to-government exchange of resources and information for community and economic (C&E) development, the NewMARC Councils represent strong expertise in working with state and federal programs. The Councils also have the most direct access to accurate and up-to-date intelligence on the conditions and needs of local communities across the state.

With La RISTRA, therefore, change starts with making sense of things. Accessible, concise, and meaningful information is at the heart of the La RISTRA model for increasing the understanding and usefulness of resources and information to generate options.



## La Ristra “I<sup>3</sup>” Products:

- **Integrated Planning** - large-scale processes affecting the structure of New Mexico’s regional development and technical assistance programs.
- **Investability** – project-level vetting analysis and scoring processes that provide decision-makers and investors with detailed information on the staging, readiness, potential impact, criticality, strategic alignment and scale of a proposed project or program
- **Information Center** - designed specifically for storing, processing, and retrieving information for dissemination at regular intervals, on demand or selectively, for supporting inter-agency collaboration, and for providing visually- rich presentations for various audiences and at varying levels of aggregation and complexity

## Integrated Planning

As an antidote and alternative to the excessively siloed and mutually exclusive planning processes historically supported by different agencies of federal and state government, La RISTRA calls for a commitment to integrated planning, i.e., investment in comprehensive and broad-scale processes affecting the structure of New Mexico's regional development and technical assistance programs through a coordinated planning and development process.

The State's planning and development districts, the seven Councils of Governments, are statutorily tasked with coordinating planning for various development efforts for the communities and regions that we serve. In that context, the COG's are positioned at the nexus of local, state, and federal, initiatives and programs, as well as acting as a catalyst to direct or engage multiple resources to solve development issues as identified throughout the Economic Collaboration Wheel.

Through the catalyst of the COGs, all the entities throughout New Mexico can use the La Ristra Framework as a guide to collaborate with other organizations, both public and private, in a multitude of forums such as the New Mexico Economic Development Department's FUND It initiative, the various Local Workforce

Development Boards, Food Policy Boards, local economic development organizations, regional transportation development organizations, regional water associations, higher education institutions and local public education districts, local health departments, etc., to identify and implement programs and projects that advance the goals laid out in the La Ristra Framework.

The La Ristra Framework through its three-fold vision and the respective goals, encompasses the various planning efforts that are mandated and on-going at the local, state, and federal level and provides the opportunity to coordinate those planning efforts to optimize the impact of the investment of the limited resources at our disposal in New Mexico. The regional COG's will be responsible to continue to collaborate with all organizations both regionally and on a statewide scale, to review and refine the La Ristra framework goals and the La Ristra project tracking tool to ensure that efforts are responsive and relevant to current economic development needs and anticipated needs identified through continuous, collaborative review and assessment.

## Investability

In collaboration with our partners, we developed an implementation matrix that we call the Investability. An investability score ultimately allows economic development practitioners and decision makers to assess where to invest limited resources to gain the greatest benefit. The matrix considers all initiatives and evaluate them in various stages of development.

### Standardized Evaluation

Investability allows for standardized evaluation of New Mexico programs plans and projects criteria such as:

- assessment
- impact study
- development
- vitality

**Assessment** will consider the capacity of the implementing entity as well as the adequacy of planning for the project.

**Impact Study** will go into more detail on the description of the initiative, its alignment with local, regional, and state plans or strategies, and its prioritization relative to other competing interests.

**Development** is another step to getting the project or program implemented and includes initiation, validation, development and execution.

**Vitality**, also known as the NewMARC Score, measures the criticality and its economic significance relative to the Seven Chiles – the seven goals of the Statewide collaboration framework.

Small scale details that help gauge the overall importance of a proposal in relation to programs, plans, or projects are captured in Investability and provide a target for meeting goals, strategies, and metrics. Investability incorporates the “seven chiles” as top-level goals that join 19 related strategies to determine the metrics for integrated planning, project development and investment tracking.

The following is an example of a perfect La Ristra Investability Scorecard for a project.

INVESTABILITY SCORECARD							
ASSESSMENT		IMPACT STUDY		DEVELOPMENT		VITALITY	
<i>Capacity</i>	10	<i>Identification</i>	5	<i>Initiation</i>	5	<i>Criticality</i>	12
<i>Planning</i>	10	<i>Alignment</i>	10	<i>Validity</i>	5	<i>Economic Significance</i>	21
		<i>Prioritization</i>	10	<i>Development</i>	20		
<i>TOTAL</i>	20	<i>TOTAL</i>	20	<i>TOTAL</i>	30	<i>TOTAL</i>	33
PROJECT SCORE = 103							

A detailed breakdown of the La Ristra Standardized Evaluation and available points is shown on the facing page. This tool rates local, regional and statewide significance and projected return on investment. Investability criteria is scalable to enable projects of multiple types, size, cost, and location to be evaluated fairly when seeking funding opportunities.



# STANDARDIZED EVALUATION

STAGE	CRITERIA	SCORE
<b>ASSESSMENT — 20 POINTS</b>		
<b>Capacity</b>	The extent to which the project has the stakeholder support necessary for both implementation and sustainability, including the capacity of the funded entity to manage resources and to operate and maintain the project as well as EO 2013 006 and budget compliance, adequate personnel, and their record of project completion.	All or nothing based on completion 10 Points
<b>Planning</b>	A project plan is developed and basic questions about the project are addressed, including identification of current conditions, alternative solutions and preferred actions, and desired outcomes; such planning may involve project scoping, stakeholder participation, site identification, scenario options, feasibility analysis, conceptual documents, general cost parameters, etc.	All or nothing based on completion 10 Points
<b>IMPACT STUDY — 20 POINTS</b>		
<b>Identification</b>	List of projects directly related to plans.	All or nothing based on completion 5 Points
<b>Alignment</b>	The extent to which the project aligns with, draws from and supports the achievement of pertinent plans, policies and priorities, as identified by the locality, region or state in which project development and impact are intended.	Alignment with Local, Regional, and State Plans 10 Points
<b>Prioritization</b>	Resolution certifying the community is committed to developing and implementing prioritized projects.	All or nothing based on completion 5 Points
<b>DEVELOPMENT — 30 POINTS</b>		
<b>Initiation</b>	Using ICIP questions, a need or opportunity has been identified and possible solutions/projects have been generated that are potentially worthy of investment, but that lack detailed planning and development.	All or nothing based on completion 5 Points
<b>Validation</b>	Using ICIP questions, completing the final stages of planning and development, including finalization of environmental and other compliance requirements, securing of financial commitments and support resolutions, development of design and spec documents, and detailed budgets and timelines, etc.	All or nothing based on completion 5 Points
<b>Development</b>	Using ICIP questions, being further defined, such as in preparation of preliminary drawings, environmental assessment documents, and preliminary engineering reports, development of budgets and funding sources, etc.	All or nothing based on completion 20 Points
<b>Execution</b>	Using ICIP questions, and based on the completion of the forgoing development stages, projects – or stand-alone phases of projects – deemed ready for full investment in implementation and completion (sometimes referred to as “shovel-ready.”	All or nothing based on completion No Points Awarded
<b>VITALITY — 33 POINTS</b>		
<b>Criticality</b> <i>(Vital and Essential, Synergistic, and Catalytic, Resiliency, Sustainability)</i>	The extent to which the project is deemed “vital,” i.e., an initiative without which other important developments cannot occur or succeed. The extent to which the project can be leveraged to create synergy (the coming together of several parts to produce a greater whole) or to serve as a catalyst (directly spurring additional development and capacity.) The extent to which the project anticipates and provides for future adverse events (either natural, social, political, or economic disruptions), and/or includes clear plans for sustaining the asset or capacity to be created by the project.	Local, regional and other in relation to alignment with La RISTRA Investability Standards. Up to 12 Points
<b>Economic Significance</b> <i>(Seven Chiles)</i>	Assessing the degree to which a project will specifically build capacity for economic development, increase workforce preparedness and/or directly impact the attraction of industry, the retention or expansion of existing business, the startup of new enterprise, the creation of jobs, the leveraging of private investment and/or other economic outcomes using the seven chiles in the investability framework.	Local, regional and other in relation to alignment with La RISTRA Investability Standards. Up to 21 Points

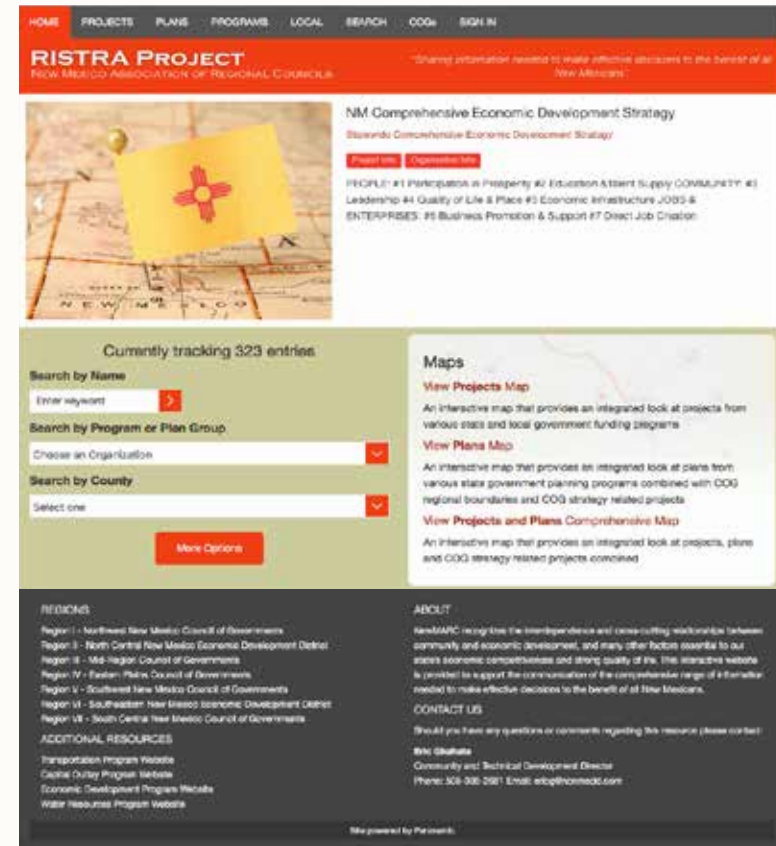
## Information Center


In the development of the economic collaboration framework, NewMARC took the approach to review and rethink all aspects of economic development statewide. In cooperation with our state and local government partners, the business communities, and the various economic development organizations throughout the state, there was consensus on the benefit of having a practical tool that captures, coordinates, and communicates economic development efforts in New Mexico. Blending all economic development efforts, both strategic and tactical, would support greater competitiveness regionally, nationally and globally.

In La Ristra Project Tracker, we have set out to build a statewide, integrated system to enable the economic development community to better plan, manage and measure efforts to grow the economy. In addition to integrating economic development efforts, this tool will rely on best practices developed in other states, strive to be results driven with a view to investing our limited resources to the maximum benefit, focus on the customer – the economic development practitioner and decision makers, be accessible and user-friendly, and employ a standardized approach to track and complete economic initiatives.

To accomplish this approach and achieve these objectives, we employed the Panoramic cloud-based program knowledge organizer. This system will allow the monitoring and assessment of all economic initiative, incorporate statewide strategies, highlight and focus resources on local, regional and statewide priorities, store information in a comprehensive, relational database, and maintain all information in real-time.

La Ristra Project Tracker is an online all-inclusive database approach to map, prioritize, track, monitor, communicate and report on programs, plans, and projects at the local, regional and statewide levels. It is designed specifically for storing, processing, and retrieving information for dissemination at regular intervals, on demand or selectively. Visit [www.ristraproject.com](http://www.ristraproject.com) to learn more about La Ristra New Mexico.





## New Mexico Cultural Affairs and the Arts

“ A long period of transition and adjustment might be coming to a head by 2050, resulting in a new concept of economic vitality, one based on quality of life rather than on mere physical expansion. If quality of life becomes the new standard by which to judge economic and social success, then creative workers will have a vital role to play no matter what else happens.”

**V.B. Price**  
**New Mexico 2050**



## La Ristra Data Dashboard

A major goal of **La Ristra New Mexico** is to streamline and simplify all aspects of economic development planning and implementation. One of the most confusing tasks required in preparing a strategic plan is access to current and relevant data for analysis and comparison purposes. La Ristra has identified and embraced a web portal called *StatsAmerica*® developed by the EDA which provides immediate access to wide range of databases and analytical tools. In particular, La Ristra integrates the usage of *The Innovation Index*.

**The Innovation Index** provides a set of analytic tools that can help regional leaders reach a strong consensus on strategic direction. The data can also be used to see and understand a region's weaknesses, strengths and potential. In this way, data and analysis can inform stakeholders' collective action toward a common vision and can guide complex decision-making by analyzing a region's assets or liabilities in detail.

A glossary of Innovation Index terminology follows:

**Innovation Headline** — This high-level summary index is comprised of five major categorical indexes organized thematically. Those five major indexes are built up from several core indexes defined below.

**Human Capital and Knowledge** — This category suggests the extent to which a region's population and labor force are able to engage in innovative activities.

**Business Dynamics** — This category gauges the competitiveness of a region by tracking the entry and exit of individual firms, including the movement of enterprise from outdated ideas and practices to new and potentially revolutionary ones that grow community wealth.

**Business Profile** — This category measures local business conditions and resources available to entrepreneurs and businesses.

**Employment and Productivity** — This category describes economic growth, regional desirability or direct outcomes of innovative activity.

**Economic Well-Being** — This category explores standard of living and other economic outcomes. Indexes attempt to present complex data simply, thereby enabling the development of dashboards. The headline, categorical and core indexes score a region or county relative to the United States on a continuous scale. There are two measurement components: a) Index Value and b) Ranking.

**Index Value** — The index range is 0 (low) to 100 (typical US median score) to 200 (exemplary). An index value around 100 means the region is on par with the rest of America.

**Ranking** — The ranking compares an economic development district (EDD) to other EDDs in the country. There are 384 EDDs. A rank of "1" is the top position. A rank of "384" is the lowest position. When comparing counties, the ranking positions one county to all the other counties in the USA. There are 3,110 counties. Again, "1" would imply the best county innovation score in the USA; "3,110" would imply the worst county innovation score in the nation.

## New Mexico Economic Development District INDEX VALUE (Summary)

	NWNMCOG	NCNMEDD	MRCOG	SWNMCOG	SCNMCOG	EPCOG	SENMEDD
Innovation Index	81.1	6.2	107.1	83.2	94.2	81.1	111.1
Human Capital and Knowledge Creation Index	78.3	115.5	139.7	71.9	111.4	83.9	86.3
Business Dynamics Index	63.2	82.8	103.9	36.8	50.8	46.2	89.0
Business Profile Index	74.4	88.4	98.6	78.9	88.1	76.3	105.5
Employment & Productivity Index	97.2	102.0	98.2	121.3	120.8	96.7	137.2
Economic Well Being Index	88.0	83.0	92.5	93.4	78.8	108.0	137.9

A quick glance at the Innovation Index of the seven New Mexico Economic Development Districts shows that many of the councils fall below the median average of 100. This means that most EDDs are being outperformed by other councils throughout the USA. The remaining index values also depict lower than average tallies across the five sub-index components. This data is instantly accessible using the *StatsAmerica*® portal.

## New Mexico Economic Development District RANK (of 384) - Summary

	NWNMCOG	NCNMEDD	MRCOG	SWNMCOG	SCNMCOG	EPCOG	SENMEDD
Innovation Index	354	199	85	342	223	354	64
Human Capital and Knowledge Creation Index	346	109	38	371	133	320	303
Business Dynamics Index	208	124	44	373	277	311	95
Business Profile Index	364	301	195	348	303	360	118
Employment & Productivity Index	287	243	274	67	72	289	10
Economic Well Being Index	310	339	282	277	358	193	58

The rank of each New Mexico Economic Development District as compared to all other councils in the nation is highlighted in this table. The lower the score the higher the ranking. These scores identify strategic direction to address to improve overall ranking. Again, this data is easily found at the *StatsAmerica*® portal.

# WORKING TOGETHER: A STATEWIDE COLLABORATION

## Partnership Mindset

NewMARC embarked on the La Ristra process by conducting a survey directed to all the economic development experts and practitioners throughout New Mexico. The survey was comprehensive and included several open-ended questions geared to capture a corporate understanding of what is economic development. This initial outreach fostered many opportunities for engagement and collaboration with a broad spectrum of partners in the public and private sectors through a multitude of venues at the local, regional and statewide level as well as collaboration with the Legislature's Interim Job's Council and regional and local community forums. These meetings facilitated open discussion by community and economic development leaders and organizations across the state to hone in on the direction New Mexico should proceed with its economic development efforts and the setting of targets (goals) that will provide long-term guidance. The information provided by statewide partners became the foundation for the development of La Ristra New Mexico.

In developing La Ristra New Mexico, strong partnerships have been developed with multitudes of stakeholders who normally don't work together. Extensive outreach has been conducted over the past several years that assembled test cases offering entities a chance to advance individual interests while contributing

to a collaborative benefit. They've tried it and improved upon it, providing the foundation for La Ristra moving forward. Early partners include US Economic Development Administration, NM Department of Transportation, NM Economic Development Department, NM Aging Long Term Services Department, NM Department of Finance and Administration, NM Department of Information Technology, Dona Ana County, Taos County, Laguna Pueblo, Zia Pueblo, City of Las Cruces, and Town of Mesilla.

## La Ristra Management

NewMARC and its seven councils will manage La Ristra New Mexico. We will host the La Ristra Project Tracker database system and support project data entry, tracking, investability scorecards, and reporting. We will refine and update the La Ristra website to ensure that it remains the place to go for regional planning and project management.

NewMARC will also provide formal La Ristra outreach and training to any organization that wants to incorporate La Ristra mindset into their planning process. Our goal is to ensure our partners gain a good understanding of the benefits of La Ristra and the ease of use.





## Partnership Types and Levels

NewMARC encourages anyone striving to make New Mexico a better place to live, work, play and stay to contact us to learn more about La Ristra. The type of partners La Ristra can support include:

- federal, state, and local governments
- economic development organizations
- workforce organizations
- educational institutions
- county and municipal organizations
- non-profits
- consultants and businesses

Regardless of your planning and project development experience, La Ristra is designed to meet your needs. We have identified three partnership levels: Expert, Advanced & Beginner. Each is defined to the right.

- **Expert:** Well-functioning process in place for developing programs and projects that result in positive economic impact, and are being asked to connect with La Ristra to enhance the comprehensive nature of a centralized information center.
- **Advanced:** Established process in place for developing programs and projects but have identified need for improvements to existing procedures, additions to existing platforms, and repositioning of existing processes to strengthen efforts in reaching positive economic impact.
- **Beginner:** Establishing a basic architecture for procedures, platforms, and processes to begin efforts in reaching positive economic impact.



## Coverage

La Ristra New Mexico spans every corner of the state with seven districts offices centrally located within each region. Each office consists of a team with strong relationships with all partnership types and with expertise in each of the partnership levels.

NewMARC	
COG/EDD	Contact Information
Region I - Northwest New Mexico Council of Governments	106 West Aztec Avenue Gallup, NM 87301 Phone: (505) 722-4327 <a href="http://www.nwnmcog.com">www.nwnmcog.com</a>
Region II - North Central New Mexico Economic Development District	3900 Paseo Del Sol Santa Fe, NM 87507 Phone: 505-395-2668 <a href="http://www.ncnmedd.com">www.ncnmedd.com</a>
Region III - Mid-Region Council of Governments	809 Copper Avenue, NW Albuquerque, NM 87102 Phone: 505-247-1750 <a href="http://www.mrcog-nm.gov">www.mrcog-nm.gov</a>
Region IV - Eastern Plains Council of Governments	418 N. Main Clovis, NM 88101 Phone: 575-762-7714 <a href="http://www.epcog.org">www.epcog.org</a>
Region V - Southwest New Mexico Council of Governments	1203 N. Hudson, 2 <sup>nd</sup> Floor Silver City, NM 88072 Phone: 575-762-7714 <a href="http://www.swnmcog.org">www.swnmcog.org</a>
Region VI - Southeastern New Mexico Economic Development District	1600 SE Main Street, Suite D Roswell, NM 88203 Phone: 575-624-6131 <a href="http://www.snmedd.com">www.snmedd.com</a>
Region VII - South Central New Mexico Council of Governments	600 Hwy 195 Elephant Butte, NM 87935 Phone: 575-744-4857 <a href="http://www.sccog-nm.org">www.sccog-nm.org</a>





## Wrap Up

The new product development process that resulted in La Ristra was not linear, nor predictable, nor intentional. Rather it has been a recurring and intuitive experiment that has been riddled with restarts and answers that raise more questions, that are often triggered by the input from multitudes of community and economic development stake holders. Juan Torres of the New Mexico Economic Development Department described it as *“this thing started out complicated, trying to be everything to everyone, but it has turned into a simple resource that is easy to use by a wide range of users.”* With focus on added value and with an inclusive nature, La Ristra is on the cusp of becoming a proven solution in the effort to improve economic development in New Mexico.



# RESOURCES AND REFERENCES

## Name

## Link

### Organizations

Ristra Project	<a href="http://www.ristraproject.com">http://www.ristraproject.com</a>
NewMARC	<a href="http://www.reachthenewmarc.com">http://www.reachthenewmarc.com</a>
Northwest New Mexico Council of Governments	<a href="http://www.nwnmcog.com/">http://www.nwnmcog.com/</a>
North Central New Mexico Economic Development District	<a href="https://www.ncnmedd.com/">https://www.ncnmedd.com/</a>
Mid-Region Council of Governments	<a href="https://www.mrcog-nm.gov/">https://www.mrcog-nm.gov/</a>
Eastern Plains Council of Governments	<a href="http://www.epcog.org/">http://www.epcog.org/</a>
Southwest New Mexico Council of Governments	<a href="http://www.swnmcog.org/">http://www.swnmcog.org/</a>
Southeastern New Mexico Economic Development District	<a href="http://snmedd.com/">http://snmedd.com/</a>
South Central New Mexico Council of Governments	<a href="https://www.sccog-nm.com/">https://www.sccog-nm.com/</a>
New Mexico Economic Development Department	<a href="https://gonm.biz/">https://gonm.biz/</a>
New Mexico Department of Workforce Solutions	<a href="https://www.dws.state.nm.us/">https://www.dws.state.nm.us/</a>
Bureau of Business & Economic Research (UNM)	<a href="https://bber.unm.edu/">https://bber.unm.edu/</a>
New Mexico Tourism Department	<a href="https://www.newmexico.org/industry/">https://www.newmexico.org/industry/</a>
New Mexico Municipal League	<a href="https://nmml.org/">https://nmml.org/</a>

## Name

## Link

### Organizations

New Mexico Association of Counties	<a href="http://www.nmcounties.org/">http://www.nmcounties.org/</a>
New Mexico Association of Commerce & Industry	<a href="http://www.nmaci.org/">http://www.nmaci.org/</a>
New Mexico Manufacturing Extension Partnership	<a href="http://newmexicomep.org/">http://newmexicomep.org/</a>
New Mexico Small Business Development Center	<a href="http://www.nmsbdc.org/">http://www.nmsbdc.org/</a>
Community Economics Lab	<a href="http://www.thecelab.org/">http://www.thecelab.org/</a>

### Plans, Data & Documents

Innovation Index/StatsAmerica	<a href="http://statsamerica.org/">http://statsamerica.org/</a>
New Mexico Economic Development Department 5 Year Plan	<a href="https://gonm.biz/uploads/documents/publications/nmedd5YearStrategicPlan.pdf">https://gonm.biz/uploads/documents/publications/nmedd5YearStrategicPlan.pdf</a>
New Mexico Job Creation Assessment (Interim Job Council)	<a href="http://nmdashboard.thecelab.org/">http://nmdashboard.thecelab.org/</a>
2016 Statewide Town Hall: Economic Security and Vitality for New Mexico – Background Report	<a href="http://nmfirst.org/literatureretrieve.aspx?ID=232600">http://nmfirst.org/literatureretrieve.aspx?ID=232600</a>
2016 Statewide Town Hall: Economic Security and Vitality for New Mexico – Recommendations Report	<a href="http://nmfirst.org/literatureretrieve.aspx?ID=234317">http://nmfirst.org/literatureretrieve.aspx?ID=234317</a>
2012 New Century Economy Summit	<a href="http://nmfirst.org/literatureretrieve.aspx?ID=154426">http://nmfirst.org/literatureretrieve.aspx?ID=154426</a>
New Mexico Gross Receipts Data	<a href="https://www.nmfa.net/investors/general-information/new-mexico-gross-receipts-data/">https://www.nmfa.net/investors/general-information/new-mexico-gross-receipts-data/</a>
Lodgers Tax Report	<a href="http://nmdfa.state.nm.us/Financial_Distribution.aspx">http://nmdfa.state.nm.us/Financial_Distribution.aspx</a>
New Mexico Transportation Plan	<a href="http://dot.state.nm.us/content/nmdot/en/Planning.html">http://dot.state.nm.us/content/nmdot/en/Planning.html</a>
New Mexico Water Plan	<a href="http://www.ose.state.nm.us/Planning/">http://www.ose.state.nm.us/Planning/</a>
New Mexico Energy Policy & Implementation Plan - 2015	<a href="http://www.emnrd.state.nm.us/EnergyPolicy/">http://www.emnrd.state.nm.us/EnergyPolicy/</a>
New Mexico Cultural Economy	<a href="http://www.newmexicoculture.org/about/cultures-impact">http://www.newmexicoculture.org/about/cultures-impact</a>
New Mexico Progress Report	<a href="http://nmfirst.org/library/2015/2015-new-mexico-first-progress-report/index.html">http://nmfirst.org/library/2015/2015-new-mexico-first-progress-report/index.html</a>
UNM Fact Book	<a href="https://oia.unm.edu/facts-and-figures/index.html">https://oia.unm.edu/facts-and-figures/index.html</a>
New Mexico 2050	<a href="http://unmpress.com/books.php?ID=2000000006124">http://unmpress.com/books.php?ID=2000000006124</a>
A Better New Mexico	<a href="http://www.onenewmexico.com/abetternm/">http://www.onenewmexico.com/abetternm/</a>
New Mexico's Economic Development Strategy, NewMARC White Paper	<a href="https://docs.wixstatic.com/ugd/7b4d37_54d95a3351884820b13b041a03e2354b.pdf">https://docs.wixstatic.com/ugd/7b4d37_54d95a3351884820b13b041a03e2354b.pdf</a>



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